

High Sick Leave Consumption Public Works & Assets



KPI Owner: Director Burns

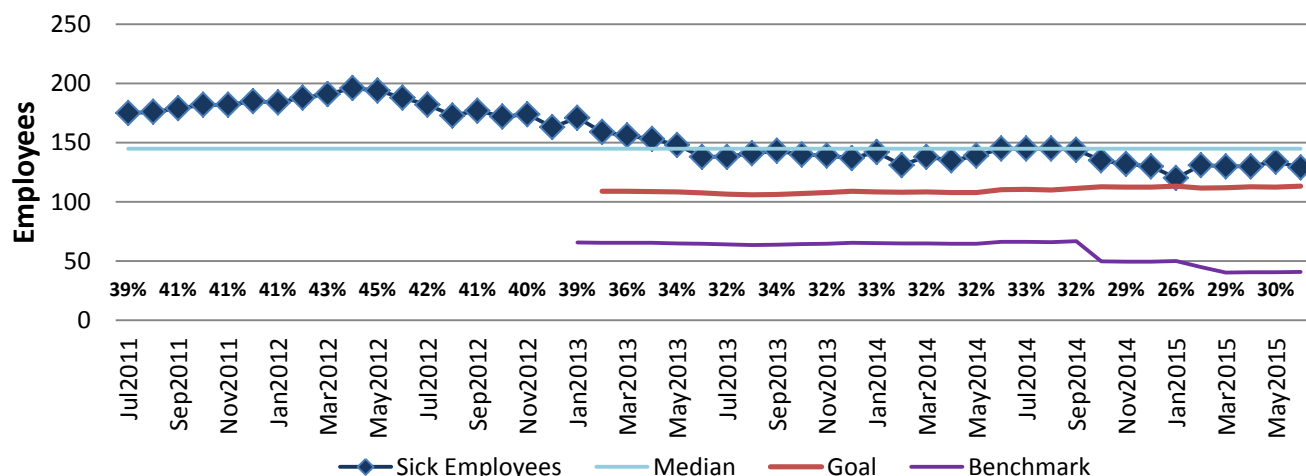
Process: Sick Leave Management

Baseline, Goal, & Benchmark		Source Summary	Continuous Improvement Summary	
Baseline: 40% of total employees - Oct 2012		Data Source: Payable Time Peoplesoft	Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions	
Goal: Reduce the number of employees with high sick leave consumption to 25% or less of all employees.		Goal Source: Enterprise KPI for productivity	Measurement Method: # of employees who used 9 or more out of 12 sick ¹ days in a 12 month period; rate calculated by dividing by total employees	
Benchmark: 11% LMG Top Quartile Oct2014		Benchmark Source: OPI sick leave study	Why Measure: Promote a culture in which sick time is used appropriately	
			Next Improvement Step: Validate effectiveness of Sick Leave report.	
			Continue to track & monitor.	

How Are We Doing?

Jul2014-Jun2015 12 Month Avg Goal	Jul2014-Jun2015 12 Month Average		Jun2015 Goal	Jun2015 Actual	
112	134		113	129	
Employees	Employees		Employees	Employees	

High Sick Leave Consumption



Brainstormed Root Causes

Culture

Union Contracts

Lack of Incentives and/or Disincentives

Lack of Knowledge

¹A "day" is typically defined as standard hours per week divided by 5 unless otherwise stated in a union contract